

# Organizational Awareness and Participative Organizational Culture: The Effect on Proactive Behavior and Team Performance

*by* Suharnomo Suharnomo

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## Organizational Awareness and Participative Organizational Culture: The Effect on Proactive Behavior and Team Performance

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### Abstract

Organizational awareness has an important urgency in moving team performance. Team performance is not only influenced by the way in which job variables are designed and how the team is rewarded economically, is also influenced by various social and psychological variables. The purpose of this study was to test the influence of organizational awareness and participative organizational culture on proactive behavior and team performance electronics manufacturers in Central Java. The technique of selecting purposive samples based on criteria of members who have joined in the work team more than six months where there are five electronics manufacturers in Central Java. Based on these criteria there are 266 members who have joined the work team in the production department, quality assurance department, logistics and supply chain management department, marketing and customer service department, and research and development department. Quantitative analysis in this study used IBM AMOS 21 program. In this research, organizational awareness and participative organizational culture has a positive effect on proactive behavior and team performance. The stronger organizational awareness and participative organizational culture will enhance proactive behavior of members to the team shows that members are able to build and maintain harmonious relationships within the team that is a prerequisite for coordination or teamwork that ultimately results in effective, creative, and quality output. The stronger the proactive behavior will increase the team's achievement boost. Proactive behavior in work has an impact in enhancing positive and coordinated synergies resulting in a higher level of performance.

**Keywords:** organizational awareness; participative organizational culture; proactive behaviour; team performance.

### 1. Introduction

The study of the behavior of human resources within the company is growing in line with the awareness that individual behavior has positively affects for both individual and team performance (Riyo-Soriano, 2010). Previous studies have confirmed that organizational awareness has an important urgency in moving team performance (Allee, 2006). Team performance is not only influenced by the way in which job variables are designed and how the team is rewarded economically, is also influenced by various social and psychological variables (Saji, 2016). The research findings Drucker (2002) and Mulgan et al. (2006) indicates that various social factors within a work environment can have a significant impact on team performance. Team performance is directly related to the intensity of team members in working together (Kanter, 1999). The level of teamwork will be seen in the awareness of member organization in team development and lack of coercive approach by the leadership. Organizational awareness as the backbone for a team in creating and forming a value, with the understanding that the value can be achieved efficiently if both work together rather than working individually. Organizational awareness allows teams to be more agile, more flexible and responsive in the face of a challenge or problem and competition. Organizational awareness of members will facilitate the development of new ideas and innovations for team development (Taug, 2004).

Organizational awareness is linked to non-cognitive competencies that affect the team's ability to succeed in the face of demands and pressures in the work environment (Haines III et al., 2011). Organizational awareness includes the ability to use knowledge of the situation and culture within the company to identify and anticipate the impact of decisions taken on other parties or units, including: coordinating with other units in task completion, utilizing company policies and systems to solve problems, solve problems, anticipate the impact of actions taken on other units of the company, and thoroughly understand the influence of the external environment on company policies (Davis et al., 2012).

Implementation of organizational awareness strengthening strategy is carried out to replace work mechanism which always emphasize on control or control at every stage of work (Antonioli et al., 2011). Organizational awareness strengthening strategy is a strategy to push performance from within, so that members become more motivated and tied to the team (Ferraresi et al., 2012). High organizational awareness will make it easier for leaders to mobilize members to achieve goals. Members make an active effort to adapt and respect team norms, demonstrate loyalty, willing to assist co-workers in completing tasks, respect the wishes and expectations of the authorities, understand and actively support the goals and mission of the team, unify its activities and priorities for meet the needs of the team, understand the need to work together to achieve the goals of the larger team (Crain, 2009).



Organizational awareness creates a comfortable working environment and in turn improves individual and team performance as a whole (Llorens et al., 2004). Organizational awareness actively, effectively, and efficiently will increase profits and ensure product quality for consumers. But in real there is still a difference between the target and the realization experienced by the team, it appears that there is a gap in the effort to achieve targets with the realization that is in the team. This is due to the performance team in each department that is less effective and efficient. The lack of organizational awareness in the team leaves the members with no initiative at work. The absence of ideas or ideas from members that will provide innovation for team development. Members tend to only complete the work [3] accordance with the job description that has been set. The purpose of this study is to examine the effect of organizational awareness and participative organizational culture on proactive behavior and team performance.

## 2. Literature review

### 2.1. Organizational awareness

Organizational awareness is a member's awareness of the social situations experienced by self and others, so that members can become aware of the things that happen around them, such as what others do, who is around, and what circumstances (Block, 2002; David and Dess, 1984; Endsley, 1995; Kahn, 1992; Weick, 1993). Organizational awareness is linked to the development of social competence with social interaction in the workplace (Burgeois 1980, Dess, 1987, Wooldridge and Floyd, 1992; Kellermanns, 2005; Lindman et al., 2001; Rapert et al., 2002). Organizational awareness is a two-way learning activity, both parties interact and expect expert and learner to receive and provide information or knowledge (Chittipeddi and Gioia, 1991). The presence of organizational awareness in the workplace will actively create expectations about how members should think and act in teams (Davis and Dess, 1987; Wooldridge and Floyd, 1994; Rapert et al., 2002).

Organizational awareness is bound by ownership of information, trust, mutual understanding, equality of values, and mutual support (Cheney et al., 2004; Pacanowsky and Putnam, 1983; Rapert et al., 2002). Organizational awareness will be stronger if a team has a network of working relationships, both internally, and between teams. A synergistic collaborative network will bring many benefits to the company (Chittipeddi and Gioia, 1991). Organizational awareness will impact on commitment, innovation, productivity, efficiency, sales, revenue, service quality, and customer loyalty (Burgeois, 1980; Dess, 1987; Lindool et al., 2001). Organizational awareness is the basis for the formation of synergies in performing work in teams (Rue and John, 1990). The ability to mingle with different people, appreciate and make use of these differences together will bring goodness to the team (Chen et al., 2007; Cheney et al., 2004; Pacanowsky and Putnam, 1983; Rapert et al., 2002).

### 2.2. Participative organizational culture

Katzner (1995) and Smith (1996) stated that participative organizational culture is the giving of responsibility and authority to members in carrying out their work and taking decisions related to the work it carries. Clark (1990) and Sharkie and Reyhav (2010) stated that participative organizational culture is an ongoing inter-individual relationship to build trust between members and team leaders. Participative organizational culture is the concern of the leadership of its members and describes the extent of commitment of members involved in the team (Scott-Ladd et al., 2006). Six stages of participative organizational culture developed by Katzner (1995) include: desire, trust, confidence, credibility, accountability, and communication.

Desire is the first stage in a participative organizational

culture that involves providing opportunities to identify emerging issues that will encourage the creation of new perspectives and strategic thinking in carrying out a job (Katzner, 1995). The second stage is the belief that is the desire of the leadership to build trust between leaders and members. The mutual trust will create good conditions for the exchange of information and advice (Zeffane et al., 2011; Sharkie and Reyhav, 2010). The third stage is the belief that self-esteem will increase the member's ability (Zeffane et al., 2011; Sharkie and Reyhav, 2010). The fourth stage is the credibility associated with the appreciation and development of work environments that are capable of promoting healthy competition to form high performance team (Scott-Ladd et al., 2006). The fifth stage is the provision of responsibility and authority with the aim of establishing consistently and clearly the roles, standards and objectives of the team (Katzner, 1995; Smith, 1996). The sixth stage is the open communication to create mutual understanding between leaders and members which is realized by the existence of criticism and suggestion to the performance (Traudt and Hayase, 2009; Zeffane et al., 2011).

### 2.3. Proactive behaviour

Ercutlu and Chafra (2012) research suggests that good teams are likely to display proactivity in their work environments, so the team will be better off with active members. Bateman and Crant (1993) proactivity associated with the above contributions and over job descriptions. Crant (2000) proactivity represents positive and constructive added value. Grant and Ashford (2008) proactivity are defined as behavioral choices and initiatives that will improve team effectiveness.

Morrison and Phelps (1999) argue that proactivity is very important in the survival of the company. Fay and Frese (2001) detail that proactivity behavior can maximize efficiency and productivity. Proactivity indicates responsibility for the work environment (following changes, taking initiatives to recommend how operations or procedures can be improved, and protecting resources) (Frese et al., 1996). Unsworth and Parker (2003) have proposed that proactivity leads to responsibility for improving the quality of the occupied occupations. Proactivity is concerned with thinking power, creativity in the form of ideas, to plan something related to purpose. Members who display high proactivity require only minimal supervision from superiors, so that bosses can delegate greater responsibility to them.

Thomas et al., (2010) explains that proactivity can increase productivity. Members will look for a status where they can control the work or actions of other members and get valuable advice or feedback to improve the effectiveness of the work unit (Parker et al., 2010). Frese and Fay (2001) offer a concept of proactivity to be an effective means of coordinating work activities, where members will be active in meetings in their work units and assist coordination among team members that ultimately potentially increase team effectiveness and efficiency. Dominguez et al., (2010) testing proactivity can improve the team's ability to adapt to environmental changes. Members are in close contact with the market by volunteering to provide information about changes occurring in the environment and advising on how to respond to changes, so the team can adapt quickly. Members are willing to assume new responsibilities and learn new skills to improve the team's ability to adapt to changes in the environment (Parker, Williams, & Turner, 2006).

### 2.4. Team performance

Team performance is defined as the result of an evaluation of the work performed by the team in accordance with the authority and responsibility in order to reach the goal (Rowland, 2013). Meanwhile, according to White (2012) team performance is the ability of the team in carrying out its responsibilities to product quality, product quantity, timeliness of products, and



implementation of work according to the procedure. From the above definition can be said that team performance is the ability of the team in using knowledge, behavior and talents in carrying out the work so as to achieve goals Khoo and Peng (2001).

The team is said to be effective if it meets and exceeds the needs of the team formed (Pina et al., 2008). Three indicators of team performance by Pina et al., (2008) are as follows: (1) work effectiveness is measured by greater volume, higher efficiency, and higher productivity; (2) behavioral outcomes are closely related to higher customer satisfaction measurements, better communication and more creativity and innovation; (3) member attitudes associated with cohesive feelings, belonging, pride, and a sense of shared identity.

## 3. Hypotheses and research model

### 3.1. Organizational awareness has a positive effect on proactive behavior and team performance

Organizational awareness has a positive effect on proactive behavior. The stronger organizational awareness of members to the team shows that members are able to build and maintain harmonious relationships within the team that is the source of their lives so that members are willing to coordinate, obey the rules, provide support, and contribute (Arena, 2004). Coordination can inspire a spirit of togetherness (Vassie, 1998), and create opportunities to maximize access to information access (Davis et al., 2012). Members' awareness and willingness to comply with team rules and prevailing social norms is demonstrated by the attitude of members who voluntarily adhere to all written and unwritten team rules and are aware of their duties and responsibilities. Members obey the rules and regulations will be a positive energy, which creates a more well-preserved, safe, comfortable, quality, superior, productive, effective, and efficient work environment (Kumar J. and Chakrabarti, 2012). The proactive contribution of members is demonstrated by the high commitment of members to always be involved and help each other (Brehmer and Rehme, 2009).

Organizational awareness has a positive influence on team performance. Organizational awareness is a prerequisite for coordination or teamwork that ultimately results in effective, creative, and quality output. Members prioritize team interests rather than personal interests, fulfill their obligations and accept their rights for the benefit of the team, fostering intimate and harmonious, creative, and innovative cooperation (Water et al., 2008). Coordination promotes harmony or harmony (Partington and Harris, 1999), commitment to goals, acceptability of better change (Henttonen et al., 2014), higher output and better output quality. Obedience to rules set by the team allows individuals to be creative and innovative (Jeffrey et al., 2005). The ability of members to listen to each other will increase effectiveness (Sharifirad M., 2012). The willingness to contribute is the love of the members to the work as well as the team which in turn members will complete the work wholeheartedly (Beech and Crane, 1999). Members voluntarily display extra effort in the completion of their work (Lee et al., 2017).

Hypotheses 1: Organizational awareness has a positive effect on proactive behavior

Hypotheses 2: Organizational awareness has a positive influence on team performance

### 3.2. Participative organizational culture has a positive effect on proactive behavior and team performance

Participative organizational culture has a positive effect on proactive behavior. A strong participatory organizational culture will enhance contributions and responsibilities. Participative organizational culture encourages the involvement of all

members to work together to create or form a value with the understanding that the value can be achieved efficiently if everything works together rather than working individually. Participative organizational culture awakens confidence, an atmosphere of openness, accepting opinions of others and maintaining entrepreneur atmosphere (Lantz et al., 2015; Denton, 1994). Participative organizational culture creates a climate of trust, loyalty, and communication (Tonnessen, 2005). Participative organizational culture in the decision-making process will create a sense of ownership (Nykodym et al., 1994; Groenet et al., 2012; Eriksson, 2004; Ramus, 2002). Members support each other, help each other, be proactive, and help each other (Groen et al., 2012; Sippola, 2007; Seaker and Waller, 1996; Appelbaum et al., 2013; Benn et al., 2015). Members will have a positive, optimistic, cooperative, and supportive attitude towards the company's vision and mission. Members have can do, persistence, harmony, have the will and will do whatever is necessary to achieve the mission (Benn et al., 2015; Johnston and Loader, 2003).

Participative organizational culture has a positive influence on team performance. Participative organizational culture specifically brings in better output. Participative organizational culture is a social process in which members become more involved in teams and want to see their work succeed, allowing members to understand and contribute to team performance. Team members will often make suggestions for quality or quantity improvement (Yang and Choi, 2009; Carmeli et al., 2009). Members involved in the decision-making process affect the sense of responsibility and wellbeing. Members are continuously improving both in quality, productivity, and service to customers (Courtney et al., 2007; Tung and Chang, 2011). Assignment of responsibility indicates that members are able to increase productivity leading to the creation of efficiency and effectiveness (Lee et al., 2014; Denton, 1994; Johnston and Loader, 2003; Lantz et al., 2015).

Hypotheses 3: Participative organizational culture has a positive effect on proactive behavior

Hypotheses 4: Participative organizational culture has a positive influence on team performance

### 3.3. Proactive behavior has a positive influence on team performance

Proactive behavior has a positive influence on team performance. The stronger the proactive behavior will increase the team's achievement boost (Crant, 1995). Proactive behavior in work has an impact in enhancing positive and coordinated synergies resulting in a higher level of performance (Crant, 2000). Proactive behavior enhances the interaction and interdependence of information, resources, skills, and attempts to combine their efforts to achieve common goals, where each member shares responsibility for achieving it and each member understands and feels attached (Loo and Loewen, 2003). The superior performing teams share a common goal, shared responsibility, responsiveness, innovative and creative, communicative, task-focused, and problem-solving (Kim et al., 2009; Li et al., 2011; Partington and Harris, 1999).

Hypotheses 5: Proactive behavior has a positive influence on team performance

Here is an empirical research model developed in this study.

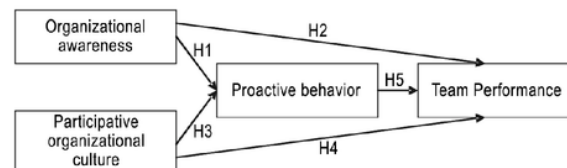


Figure 1. Empirical Research Model



## 4. Methodology

### 4.1. Sample and Respondent

4 Data were obtained by interviewing questionnaires using closed and open questions with a scale of 1 to 10 to a number of respondents according to the study criteria. The technique of selecting purposive samples based on criteria of members who have joined in the work team more than six months where there are five electronics manufacturers in Central Java. Based on these criteria there are 266 members who have joined the work team in the production department, quality assurance department, logistics and supply chain management department, marketing and customer service department, and research and development department.

### 4.2. Measurement

4 The research variables used consist of four variables: organizational awareness, participative organizational culture, proactive behavior, and team performance. The variables were measured using indicators adopted from various literatures that have been used in previous studies.

Organizational awareness variables measured by five indicators include: inter-team coordination, peer-to-peer coordination, self-awareness, peer support, and personal service (Haines et al., 2011). Participative organizational culture is measured by five indicators including: members are involved in each activity, members are involved in the decision-making process, members are given responsibility for the decisions of the team, members are given authority over team decisions, and members are involved in team strategy determination (Bechtold 1997). Proactive behavior is measured by five indicators including: anticipation, exploration, continuous improvement, improvement effort, and change orientation (Unsworth and Parker, 2003). Team performance is measured by five indicators including: maximum completion, completion of work volume, standard settlement, effective resource use, and initiative to help colleagues (Senior and Swailes, 2004).

### 4.3. Analysis

Qualitative analysis is done to see the general picture of demography by looking at the index number of answers and relationships between variables which are then connected with answers to open questions. Quantitative analysis is done by validity test, reliability test, normality test, and hypothesis test using IBM AMOS 21 program.

## 5. Result and discussion

### 5.1. Result

The respondent's peer-to-peer analysis is known that the members of the electronics manufacturer are dominated by male members. It can be understood that men are more concerned with matters related to production, quality testing, logistics and supply chain management, and research and development. The results showed that the four variables have a medium category index value because it is in the range 70.00 to 100.00. Proactive behavior variable is 57, organizational awareness variable is 57.2, participative organizational culture variable is 67.9 and team performance variable is 66.9.

The results of reliability testing and data validity indicate the level of consistency and good accuracy. Testing of validity with homogeneity test data with correlation test between score of each grain with total score (Pearson Correlation) showed a positive correlation and significant level at level 0.01. Factor analysis test is done to the value of each variable with Varimax Rotation and Kaiser's MSA value shows value > 0.50, it means validity in each variable is valid enough.

The result of validity and reliability test shows that all questionnaire instrument is valid and reliable because correlation value of  $r$  count > 0.196. The result of reliability calculation above shows that the construct reliability of all latent variables meets the criteria of cut off value > 0.70. As well the value of variance extract qualified cut off value > 0.50, so it can be concluded that each latent variables meet the criteria of reliability.

Normality test shows normal distributed data with respect to the value of c.r, skewness and kurtosis not exceeding the absolute price 2.58 that is equal to 2.476.

	Factor Loading
Organizational Awareness	
1. Inter-team coordination	0.82
2. Peer-to-peer coordination	0.76
3. Self-awareness	0.60
4. Peer support	0.76
5. Personal service	0.79
Participative Organizational Culture	
1. Members are involved in each activity	0.83
2. Members are involved in the decision-making process	0.82
3. Members are given responsibility for the decisions of the team	0.79
4. Members are given authority over team decisions	0.79
5. Members are involved in team strategy determination	0.73
Proactive Behavior	
1. Anticipation	0.89
2. Exploration	0.86
3. Continuous improvement	0.77
4. Improvement effort	0.85
5. Change orientation	0.77
Team Performance	
1. Maximum completion	0.78
2. Completion of work volume	0.86
3. Standard settlement	0.78
4. Effective resource use	0.83
5. Initiative to help colleagues	0.82

Table 1. Validity and Reliability of Measurement Items

Test of suitability of model obtained by chi square value of 183.052, CMIN/DF of 1.116, probability 0.147, RMSEA of 0.021, GFI of 0.938, AGFI of 0.920, TLI of 0.994, CFI of 0.995, NFI of 0.951, and PNFI of 0.821.

Goodness of fit index	Estimate	
CMIN	183.052	5
CMIN/DF	1.116	Fit
P	0.147	5
RMSEA	0.021	Fit
GFI	0.938	Fit
AGFI	0.920	Fit
TLI	0.994	Fit
CFI	0.995	Fit
NFI	0.951	Fit
PNFI	0.821	Fit

Table 2. Model Fit Summary

Based on regression weight output in full model there are five causality relationships. The five relations have CR value > 2.00 and significance < 0.05 so that the relationship has significant effect then hypothesis developed acceptable. The result of statistic test on hypothesis 1 shows estimation parameter of 0.184 which shows positive relationship and significant effect because CR value 2.254 and significance value 0.024. Hypothesis 2 shows estimation parameter 0.179 which shows positive relation and significant effect because CR value 3.757 and significance value of 0.001. Hypothesis 3 shows the

			Estimate	S.E.	C.R.	P
Proactive_Behavior	< ---	Organizational_Awareness	.184	.082	2.254	.024
Team_Performance	< ---	Organizational_Awareness	.179	.048	3.757	.001
Proactive_Behavior	< ---	Participative_Organizational_Culture	.551	.092	6.008	.001
Team_Performance	< ---	Participative_Organizational_Culture	.611	.070	8.748	.001
Team_Performance	< ---	Proactive_Behavior	.209	.041	5.104	.001

Table 3. Regression Weight Full Model

estimated parameter of 0.551 which shows a positive relationship and has a significant effect due to the CR value of 6.008 and the significance value of 0.001. Hypothesis 4 shows estimation parameter of 0.611 which shows positive relationship and significant effect because CR value of 8,748 and significance value of 0.001. Hypothesis 5 shows the estimation parameter of 0.209 which shows a positive relationship and significant effect because the CR value of 5.104 and the significance value of 0.001.

## 5.2. Discussion

The result of hypothesis test 1 stated that the stronger the organizational awareness the stronger the proactive behavior can be accepted. This means that organizational awareness has a positive effect on proactive behavior. The positive effect of organizational awareness on proactive behavior indicates that each team member is well aware of their respective roles in the team, believing in the important concepts and values of teamwork. Knowing the strengths and weaknesses of each member in the team so that they can complement each other, working together to carry out their respective roles in an effort to increase the benefits and benefits for the work team (Arena, 2004). The responsive team will be the external environment, internal customers and external customers, by translating the business environment's demand into action in order for the team to survive, grow, and expand.

The result of hypothesis 2 test stated that the stronger the organizational awareness the stronger the performance team can be accepted. This means that organizational awareness has a positive influence on team performance, organizational awareness as a requirement for the team to produce effective, creative, and quality output performance. Members prefer team interests rather than personal interests, perform their duties and accept their rights for the benefit of the team, fostering intimate and harmonious, creative, and innovative cooperation for the improvement of teamwork (Water, Ahaus, Rozier, 2008).

The result of hypothesis 3 test stated that the stronger the participative organizational culture the stronger the proactive behavior can be accepted. This means that participative organizational culture has a positive influence on proactive behavior indicating that the team has the ability to understand the long-term direction (Brehmer & Rehme, 2009). The direction and strategic intentions that clearly bring benefits to the team so it becomes clear how each member can contribute. Clear goals and objectives can be linked to vision, mission, and strategy and set a clear direction in doing the job. The team has a shared view of the desired future condition, which embodies the core values and captures the thoughts of its team members so that it can lead to guidance and direction in work (Jawahar & Liu, 2016).

The result of hypothesis 4 test shows that the stronger the proactive behavior the stronger the performance team can be accepted. This means that proactive behavior has a positive effect on team performance. Team initiatives or work initiatives have an impact in enhancing positive and coordinated synergies resulting in a higher level of performance, when there is information sharing and interaction between individuals within it. Individuals interact and interdependent information, resources, skills, and attempt to combine their efforts to achieve common

goals. Teams are built to achieve common goals, group members are interdependent on common goals, team members have the authority to manage their own work. The team has a common goal in which each member shares responsibility for achieving it and each member understands and feels bound to achieve the common goal (Loo & Loewen, 2003).

The results of hypothesis testing 5 states that the stronger the proactive behavior the stronger the performance team can be accepted. This means that proactive behavior has a positive effect on team performance. The active behavior of members in work tend to improve performance. Members strive wholeheartedly to become valuable team members for other team members by engaging themselves actively in team maintenance activities and activities. Active behavior among team members will foster mutual trust, respect, encourage and reward contributions, develop appropriate skills to produce superior performance, enhance the creativity of members in performing, and can clarify core values as guidelines to guide member behavior (Polley & Ribbens, 1998).

## 6. Conclusion

The results showed that the performance team achieved by the respondents who joined the work team on electronic producers in Central Java in the low category when viewed from the coefficient of causality to team performance, thus causing competitiveness in companies engaged in the electronics is also low. To improve proactive behavior and team performance, companies need to improve organizational awareness and participative organizational culture, where each team member is well aware of their respective roles in the team, believing in the concept and importance of teamwork. Knowing the strengths and weaknesses of each member in the team so that they can complement each other, working together to carry out their respective roles in an effort to increase the benefits and benefits for the work team. Creating or forming a value with the understanding that the value can be achieved efficiently if everything works together rather than working individually. Help each other in adapting to the positive changes that ultimately result in effective, creative, and quality output in the team.

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